

Police Management and Staffing Study

7 July 09



Police Management and Staffing Study

7 July 2009

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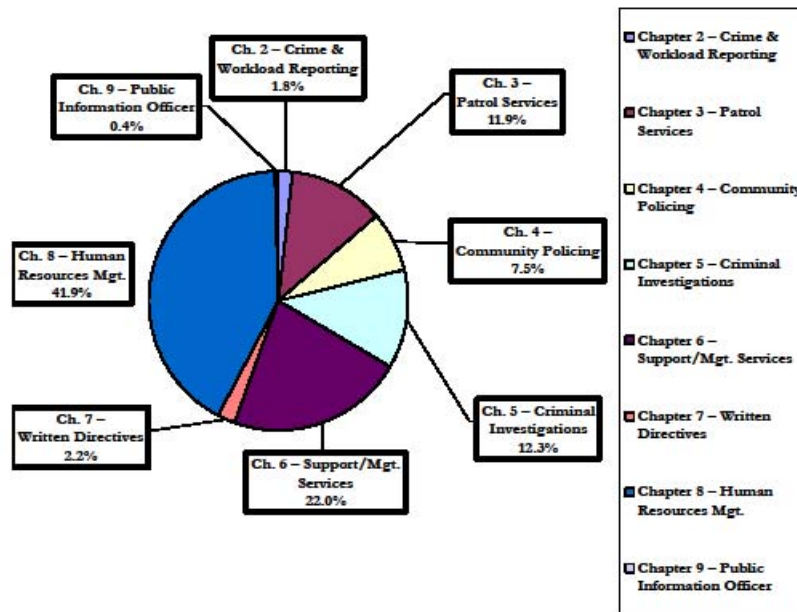
Police Management and Staffing Study

Project Business Rules

- First report due to City Council 1 September 2008
- Follow up reports due every 60 days. Report: **Completed on July 7, 2009.**
- Once a recommendation has been completed or the decision is made to non-concur with the recommendation that item will be removed from the 60 day follow up report and placed in the completed/closed file
- Recommendations which will result in increased budget requirements will be listed in **green** and will include the budget requirements
- For ease in reading inputs to the project management updates, word documents will be short and succinct
- Inputs and timelines will be established by the Chief of Police with approval from the City Manager
- All project information will be placed on a master CD and hand-delivered to offices working on the project
- Once the City Manager has reviewed the document and briefed the Mayor and City Council members, the Public Affairs Office will place the information on the city website for review by the media and citizens

Police Management and Staffing Study

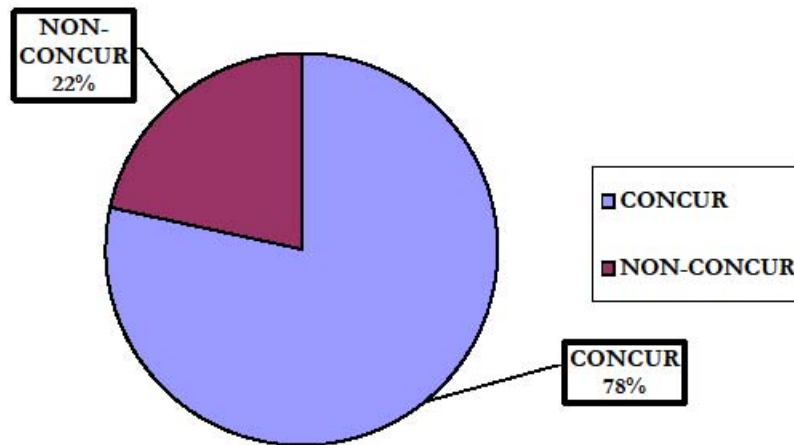
POLICE MANAGEMENT AND STAFFING STUDY
Percentage of Recommendations Per Category



Police Management and Staffing Study

POLICE MANAGEMENT AND STAFFING STUDY

Percentage of Concur/Non-Concur



Police Management and Staffing Study

Chapter 2 – Crime and Workload Reporting [Recommendations: 4]

Concur: 4

Chapter 3 – Patrol Services [Recommendations: 27]

Concur: 20; Non-Concur: 7

- **Patrol Services: #3.1 – #3.22 [Concur: 15; Non-Concur: 7]**
- **Response Time/Computers: #3.23 - #3.27 [Concur: 5]**

Chapter 4 – Community Policing [Recommendations: 17]

Concur: 13; Non-Concur: 4

Chapter 5 – Criminal Investigations [Recommendations: 28]

Concur: 19; Non-Concur: 9

- **Criminal Investigations Division: #5.1 – #5.20 [Concur: 14; Non-Concur: 6]**
- **Vice/Narcotics Division & Investigative Support Division: #5.21 – #5.28 [Concur: 5; Non-Concur: 3]**

Chapter 6 – Support/Management Services [Recommendations: 50]

Concur: 38; Non-Concur: 12

- **Traffic Services Unit: #6.1- #6.3 [Concur: 2; Non-Concur: 1]**
- **Police Neighborhood Resource Centers: #6.4 – #6.8 [Concur: 2; Non-Concur: 3]**
- **Watch Operations Center/Telephone Response Unit #6.9 [Concur: 1; Non-Concur: 0]**
- **Court Liaison: #6.10 [Concur: 1; Non-Concur: 0]**
- **Legal Support Unit/Warrant Unit: #6.11 – #6.12 [Concur: 2; Non-Concur: 0]**
- **Forensics: #6.13 – #6.16 [Concur: 4; Non-Concur: 0]**
- **Property and Evidence: #6.17 – #6.20 [Concur: 3; Non-Concur: 1]**
- **Records: #6.21 – #6.28 [Concur: 7; Non-Concur: 1]**
- **Information Technology: #6.29 – #6.36 [Concur: 7; Non-Concur: 1]**
- **Crime Analysis: #6.37 – #6.41 [Concur: 1; Non-Concur: 4]**
- **Fiscal Management: #6.42 – #6.43 [Concur: 2; Non-Concur: 0]**
- **Alarm Program: #6.44 [Concur: 1; Non-Concur: 0]**
- **Logistics: #6.45 – #6.50 [Concur: 5; Non-Concur: 1]**

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Chapter 7 – Written Directives [Recommendations: 5]

Concur : 5

Chapter 8 – Human Resources Management [Recommendations: 95]

Concur: 78; Non-Concur: 17

- **Recruitment and Selection: #8.1 – #8.17 [Concur: 16; Non-Concur: 1]**
- **Promotions: #8.18 – #8.40 [Concur: 19; Non-Concur: 4]**
- **Training and Career Development: #8.41 – #8.52 [Concur: 11; Non-Concur: 1]**
- **Performance Evaluations: #8.53 – #8.62 [Concur: 7; Non-Concur: 3]**
- **Loss of Employee Services: #8.63 – #8.66 [Concur: 4; Non-Concur: 0]**
- **Labor Management Relations: #8.67 – #8.83 [Concur: 11; Non-Concur: 6]**
- **Administrative Leave/Discretionary Leave: #8.84 – #8.86 [Concur: 2; Non-Concur: 1]**
- **Off-Duty Employment: #8.87 – #8.95 [Concur: 8; Non-Concur: 1]**

Chapter 9 – Public Information Officer [Recommendation: 1]

Concur: 1

Police Management and Staffing Study

Task Number	Scheduled Start	Scheduled Finish	2008					2009											
			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
2.1	1-Nov-08	20-Dec-08																	
2.2	6-Jan-09	27-Feb-09																	
2.3	1-Nov-08	20-Dec-08																	
2.4	6-Jan-09	27-Feb-09																	
3.1	1-Sep-08	15-Mar-09																	
3.2	1-Sep-08	26-Sep-08																	
3.3	30-Jul-08	5-Nov-08																	
3.4	1-Sep-08	15-Dec-08																	
3.5	1-Sep-08	5-Nov-08																	
3.6	1-Sep-08	26-Sep-08																	
3.7	1-Sep-08	26-Sep-08																	
3.8	1-Sep-08	26-Sep-08																	
3.9	6-Jan-09	27-Feb-09																	
3.10	1-Sep-08	26-Sep-08																	
3.11	6-Jan-09	27-Feb-09																	
3.12	1-Sep-08	26-Sep-08																	
3.13	1-Sep-08	26-Sep-08																	
3.14	1-Sep-08	26-Sep-08																	
3.15	4-Nov-08	5-Jan-09																	
3.16	4-Nov-08	5-Jan-09																	
3.17	30-Jul-08	27-Feb-09																	
3.18	1-Sep-08	26-Sep-08																	
3.19	6-Jan-09	27-Feb-09																	
3.20	1-Sep-08	1-Oct-08																	
3.21	1-Sep-08	27-Feb-09																	
3.22	1-Sep-08	26-Sep-08																	

Green: Complete
 Blue: Ongoing
 Red: Past Due

Police Management and Staffing Study

Task Number	Scheduled Start	Scheduled Finish	2008					2009											
			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
3.23	6-Jan-09	27-Feb-09																	
3.24	6-Jan-09	27-Feb-09																	
3.25	1-Sep-08	6-Jan-09																	
3.26	6-Jan-09	27-Feb-09																	
3.27	1-Sep-08	5-Nov-08																	
4.1	4-Nov-08	5-Jan-09																	
4.2	1-Sep-08	27-Feb-09																	
4.3	1-Sep-08	26-Sep-08																	
4.4	4-Mar-09	24-Apr-09																	
4.5	6-May-09	22-Jun-09																	
4.6	6-May-09	22-Jun-09																	
4.7	1-Sep-08	26-Sep-08																	
4.8	6-Jan-09	27-Feb-09																	
4.9	4-Mar-09	24-Apr-09																	
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4.13	1-Sep-08	26-Sep-08																	
4.14	1-Sep-08	1-Nov-08																	
4.15	1-Sep-08	26-Sep-08																	
4.16	6-Jan-09	27-Feb-09																	
4.17	4-Nov-08	5-Jan-09																	
5.1	4-Nov-08	4-May-09																	
5.2	1-Sep-08	27-Feb-09																	
5.3	1-Sep-08	26-Sep-08																	
5.4	6-Jan-09	4-May-09																	

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			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
5.5	6-Jan-09	27-Feb-09																	
5.6	4-Mar-09	24-Apr-09																	
5.7	1-Sep-08	26-Sep-08																	
5.8	1-Sep-08	15-Dec-08																	
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5.25	1-Sep-08	26-Sep-08																	
5.26	1-Sep-08	26-Sep-08																	
5.27	1-Sep-08	15-Dec-08																	
5.28	4-Nov-08	5-Jan-09																	
6.1	4-Nov-08	5-Jan-09																	
6.2	4-Nov-08	5-Jan-09																	

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Task Number	Scheduled Start	Scheduled Finish	2008					2009											
			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
6.3	4-Nov-08	27-Feb-09																	
6.4	4-Nov-08	5-Jan-09																	
6.5	4-Nov-08	5-Jan-09																	
6.6	4-Nov-08	5-Jan-09																	
6.7	4-Nov-08	5-Jan-09																	
6.8	4-Nov-08	27-Feb-09																	
6.9	4-Nov-08	5-Jan-09																	
6.10	1-Sep-08	26-Sep-08																	
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6.14	4-Nov-08	5-Jan-09																	
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6.17	4-Nov-08	5-Jan-09																	
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6.22	1-Nov-08	15-Dec-08																	
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6.24	1-Sep-08	26-Sep-08																	
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6.27	4-Mar-09	24-Apr-09																	
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6.29	6-Jan-09	27-Feb-09																	
6.30	6-Jan-09	27-Feb-09																	
6.31	6-Jan-09	27-Feb-09																	
6.32	4-Mar-09	24-Apr-09																	
6.33	30-Jul-08	15-Dec-08																	
6.34	30-Jul-08	15-Dec-08																	
6.35	6-May-09	29-Jun-09																	
6.36	6-Jan-09	27-Feb-09																	
6.37	4-Mar-09	24-Apr-09																	
6.38	6-Jan-09	27-Feb-09																	
6.39	6-Jan-09	27-Feb-09																	
6.40	6-Jan-09	27-Feb-09																	
6.41	6-Jan-09	27-Feb-09																	
6.42	4-Mar-09	24-Apr-09																	
6.43	30-Jul-08	15-Dec-08																	
6.44	6-Jan-09	27-Feb-09																	
6.45	1-Sep-08	5-Nov-08																	
6.46	1-Sep-08	24-Apr-09																	
6.47	4-Mar-09	24-Apr-09																	
6.48	1-Sep-08	26-Sep-08																	
6.49	6-May-09	22-Jun-09																	
6.50	1-Sep-08	5-Nov-08																	
7.1	1-Sep-08	26-Sep-08																	
7.2	1-Sep-08	27-Apr-09																	
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7.5	4-Mar-09	24-Apr-09																	
8.1	4-Mar-09	24-Apr-09																	
8.2	4-Mar-09	24-Apr-09																	
8.3	4-Mar-09	24-Apr-09																	
8.4	4-Mar-09	24-Apr-09																	
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8.6	4-Mar-09	24-Apr-09																	
8.7	4-Mar-09	24-Apr-09																	
8.8	1-Nov-08	20-Dec-08																	
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8.11	4-Mar-09	24-Apr-09																	
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8.16	4-Mar-09	24-Apr-09																	
8.17	4-Mar-09	24-Apr-09																	
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8.19	1-Sep-08	26-Sep-08																	
8.20	4-Mar-09	24-Apr-09																	
8.21	1-Sep-08	26-Sep-08																	
8.22	4-Mar-09	24-Apr-09																	
8.23	30-Jul-08	5-Nov-08																	
8.24	30-Jul-08	5-Nov-08																	
8.25	30-Jul-08	5-Nov-08																	

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8.26	30-Jul-08	5-Nov-08																	
8.27	30-Jul-08	5-Nov-08																	
8.28	30-Jul-08	5-Nov-08																	
8.29	4-Mar-09	24-Apr-09																	
8.30	1-Sep-08	26-Sep-08																	
8.31	4-Mar-09	24-Apr-09																	
8.32	1-Sep-08	26-Sep-08																	
8.33	4-Mar-09	24-Apr-09																	
8.34	1-Sep-08	26-Sep-08																	
8.35	4-Mar-09	24-Apr-09																	
8.36	30-Jul-08	5-Nov-08																	
8.37	1-Sep-08	26-Sep-08																	
8.38	1-Sep-08	26-Sep-08																	
8.39	4-Mar-09	24-Apr-09																	
8.40	30-Jul-08	5-Nov-08																	
8.41	4-Mar-09	24-Apr-09																	
8.42	4-Mar-09	24-Apr-09																	
8.43	4-Mar-09	24-Apr-09																	
8.44	4-Mar-09	24-Apr-09																	
8.45	4-Mar-09	24-Apr-09																	
8.46	4-Mar-09	24-Apr-09																	
8.47	4-Mar-09	24-Apr-09																	
8.48	1-Sep-08	5-Nov-08																	
8.49	4-Mar-09	24-Apr-09																	
8.50	4-Mar-09	24-Apr-09																	
8.51	4-Mar-09	24-Apr-09																	

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Task Number	Scheduled Start	Scheduled Finish	2008					2009											
			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
8.52	4-Mar-09	24-Apr-09																	
8.53	4-Mar-09	24-Apr-09																	
8.54	6-May-09	29-Jun-09																	
8.55	6-May-09	29-Jun-09																	
8.56	6-May-09	29-Jun-09																	
8.57	1-Sep-08	15-Dec-08																	
8.58	6-May-09	29-Jun-09																	
8.59	6-May-09	29-Jun-09																	
8.60	6-May-09	29-Jun-09																	
8.61	6-May-09	29-Jun-09																	
8.62	6-May-09	29-Jun-09																	
8.63	4-Mar-09	24-Apr-09																	
8.64	6-May-09	29-Jun-09																	
8.65	4-Mar-09	24-Apr-09																	
8.66	4-Mar-09	24-Apr-09																	
8.67	6-May-09	29-Jun-09																	
8.68	4-Mar-09	24-Apr-09																	
8.69	4-Mar-09	24-Apr-09																	
8.70	6-Jan-09	2-Mar-09																	
8.71	4-Mar-09	24-Apr-09																	
8.72	6-May-09	29-Jun-09																	
8.73	6-Jan-09	2-Mar-09																	
8.74	1-Sep-08	15-Dec-08																	
8.75	1-Sep-08	15-Dec-08																	
8.76	1-Sep-08	26-Sep-08																	
8.77	1-Sep-08	5-Nov-08																	

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Police Management and Staffing Study

Task Number	Scheduled Start	Scheduled Finish	2008					2009											
			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
8.78	6-Jan-09	2-Mar-09																	
8.79	6-May-09	29-Jun-09																	
8.80	6-Jan-09	2-Mar-09																	
8.81	6-Jan-09	2-Mar-09																	
8.82	6-Jan-09	2-Mar-09																	
8.83	6-Jan-09	2-Mar-09																	
8.84	6-Jan-09	2-Mar-09																	
8.85	6-May-09	1-Jul-09																	
8.86	4-Mar-09	24-Apr-09																	
8.87	6-May-09	29-Jun-09																	
8.88	6-May-09	29-Jun-09																	
8.89	4-Mar-09	24-Apr-09																	
8.90	4-Mar-09	24-Apr-09																	
8.91	4-Mar-09	24-Apr-09																	
8.92	6-May-09	29-Jun-09																	
8.93	4-Mar-09	24-Apr-09																	
8.94	6-May-09	29-Jun-09																	
8.95	6-May-09	29-Jun-09																	
9.1	30-Jul-08	15-Dec-08																	

Green: Complete
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7 July 2009

During this reporting period, the following recommendations have been addressed:

- | | | |
|--------|--------|--------|
| • 4.5 | • 8.57 | • 8.85 |
| • 4.6 | • 8.58 | • 8.87 |
| • 6.15 | • 8.59 | • 8.88 |
| • 6.18 | • 8.60 | • 8.92 |
| • 6.35 | • 8.61 | • 8.94 |
| • 6.49 | • 8.62 | • 8.95 |
| • 8.9 | • 8.64 | |
| • 8.54 | • 8.67 | |
| • 8.55 | • 8.72 | |
| • 8.56 | • 8.79 | |

*** Recommendations highlighted in red are closed items that will be removed from the next update.**

Police Management and Staffing Study

7 July 2009

The following recommendations are closed and removed from future reports:

<u>DATE REMOVED</u>		<u>DATE REMOVED</u>		<u>DATE REMOVED</u>	
2.1	6 January 2009	4.17	6 January 2009	6.19	6 May 2009
2.2	27 February 2009	5.1	6 May 2009	6.20	6 January 2009
2.3	6 January 2009	5.2	27 February 2009	6.21	6 January 2009
2.4	27 February 2009	5.3	6 January 2009	6.22	6 January 2009
3.1	24 February 2009	5.4	6 May 2009	6.23	6 May 2009
3.2	6 January 2009	5.5	27 February 2009	6.24	6 January 2009
3.3	4 November 2008	5.6	6 May 2009	6.25	6 May 2009
3.4	6 January 2009	5.7	6 January 2009	6.26	6 January 2009
3.5	6 January 2009	5.8	6 January 2009	6.27	6 May 2009
3.6	6 January 2009	5.9	6 May 2009	6.28	27 February 2009
3.7	6 January 2009	5.10	4 November 2008	6.29	27 February 2009
3.8	6 January 2009	5.11	6 January 2009	6.30	27 February 2009
3.9	27 February 2009	5.12	6 January 2009	6.31	27 February 2009
3.10	6 January 2009	5.13	6 January 2009	6.32	6 May 2009
3.11	27 February 2009	5.14	6 January 2009	6.34	6 January 2009
3.12	6 January 2009	5.15	6 January 2009	6.36	27 February 2009
3.13	6 January 2009	5.16	6 January 2009	6.37	6 May 2009
3.14	6 January 2009	5.17	6 January 2009	6.38	27 February 2009
3.15	6 January 2009	5.18	6 January 2009	6.39	27 February 2009
3.16	6 January 2009	5.19	27 February 2009	6.40	27 February 2009
3.17	27 February 2009	5.20	6 January 2009	6.41	27 February 2009
3.18	6 January 2009	5.21	6 January 2009	6.42	6 May 2009
3.19	27 February 2009	5.22	6 January 2009	6.43	6 January 2009
3.20	6 January 2009	5.23	6 May 2009	6.44	27 February 2009
3.21	27 February 2009	5.24	27 February 2009	6.45	6 January 2009
3.22	6 January 2009	5.25	6 January 2009	6.46	6 May 2009
3.23	27 February 2009	5.26	6 January 2009	6.47	6 May 2009
3.24	27 February 2009	5.27	6 January 2009	6.48	6 January 2009
3.25	6 January 2009	5.28	6 January 2009	6.50	6 January 2009
3.26	27 February 2009	6.1	6 January 2009	7.1	6 January 2009
3.27	6 January 2009	6.2	6 January 2009	7.2	6 May 2009
4.1	6 January 2009	6.3	27 February 2009	7.3	6 May 2009
4.2	27 February 2009	6.4	6 January 2009	7.4	6 May 2009
4.3	6 January 2009	6.5	6 January 2009	7.5	6 May 2009
4.4	6 May 2009	6.6	6 January 2009	8.1	6 May 2009
4.7	6 January 2009	6.7	6 January 2009	8.2	6 May 2009
4.8	27 February 2009	6.8	27 February 2009	8.3	6 May 2009
4.9	6 May 2009	6.9	6 January 2009	8.4	6 May 2009
4.10	6 January 2009	6.10	6 January 2009	8.5	6 January 2009
4.11	6 January 2009	6.11	6 January 2009	8.6	6 May 2009
4.12	6 January 2009	6.12	6 January 2009	8.7	6 May 2009
4.13	6 January 2009	6.13	6 January 2009	8.8	6 January 2009
4.14	6 January 2009	6.14	6 January 2009	8.10	6 May 2009
4.15	6 January 2009	6.16	6 January 2009	8.11	6 May 2009
4.16	27 February 2009	6.17	6 January 2009	8.12	6 May 2009

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The following recommendations are closed and removed from future reports:

<u>DATE REMOVED</u>		<u>DATE REMOVED</u>		<u>DATE REMOVED</u>	
8.13	6 May 2009	8.70	4 March 2009		
8.14	6 May 2009	8.71	6 May 2009		
8.15	6 May 2009	8.73	4 March 2009		
8.16	6 May 2009	8.74	6 January 2009		
8.17	6 May 2009	8.75	6 January 2009		
8.18	6 May 2009	8.76	6 January 2009		
8.19	6 January 2009	8.77	6 January 2009		
8.20	6 May 2009	8.78	4 March 2009		
8.21	6 January 2009	8.79	4 March 2009		
8.22	6 May 2009	8.80	4 March 2009		
8.23	6 January 2009	8.81	4 March 2009		
8.24	4 November 2008	8.82	4 March 2009		
8.25	4 November 2008	8.83	4 March 2009		
8.26	4 November 2008	8.84	4 March 2009		
8.27	4 November 2008	8.86	6 May 2009		
8.28	4 November 2008	8.89	6 May 2009		
8.29	6 May 2009	8.90	6 May 2009		
8.31	6 May 2009	8.91	6 May 2009		
8.32	6 January 2009	8.93	6 May 2009		
8.33	6 May 2009	9.1	6 January 2009		
8.34	6 January 2009				
8.35	6 May 2009				
8.36	4 November 2008				
8.37	6 January 2009				
8.38	6 January 2009				
8.39	6 May 2009				
8.40	4 November 2008				
8.41	6 May 2009				
8.42	6 May 2009				
8.43	6 May 2009				
8.44	6 May 2009				
8.45	6 May 2009				
8.46	6 May 2009				
8.47	6 May 2009				
8.48	6 January 2009				
8.49	6 May 2009				
8.50	6 May 2009				
8.51	6 May 2009				
8.52	6 May 2009				
8.53	6 May 2009				
8.63	6 May 2009				
8.65	6 May 2009				
8.66	6 May 2009				
8.68	6 May 2009				
8.69	6 May 2009				

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COMMUNITY POLICING

CHAPTER 4

4.5 Form a COP/POP reorganization and integration committee, with the four departmental entities currently comprising COP/POP efforts, and patrol, to restructure COP/POP in the Department.

Police Response: **Do not concur. Community Policing is an important part of all Divisions and a committee is not needed.**

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

4.6 Ensure that community- and problem-oriented policing efforts are in compliance with the “Guiding Principles for the Operation and Management of a COP/POP Unit/Entity” articulated previously in this chapter.

Police Response: **Community Policing is the basis for the philosophy of “Policing for Greensboro’s Communities.” It is a part of every strategy and response throughout the department.**

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

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SUPPORT/MANAGEMENT SERVICES

CHAPTER 6

Traffic Services Unit

6.15 Analyze the factors related to turnover in the Forensics unit and take steps, as necessary to stem this turnover. The City may need to become involved if attrition is related to salary levels.

Police Response: The factors related to employee turnover rate are two-fold. One is the burnout of employees due to understaffing and the high demands of the CSI and Evidence role. At other agencies such as the Guilford County Sheriff's Department, CSI's are paid significantly more if they have a college degree. There is no educational incentive for non-sworn employees.

Status: On-going. We continually monitor employee turnover rates. Salaries should be revisited to make certain that salaries are at market rate.

Status Update: The Human Resource Office conducted a review of current salaries for Crime Scene Investigators and that of surrounding jurisdictions. This review revealed Greensboro is paying at or above the market average for Crime Scene Investigators with similar education and experience. This will continue to be an area that the Human Resources' office will monitor. Closed.

Interim City Manager Response: Approve Police response.

UPDATE: Human Resources completed the market analysis and determined that salaries are consistent with or slightly higher than positions in other agencies.

6.18 Have routine audits of the Property and Evidence Section conducted by individuals or an agency not affiliated with the Greensboro Police Department.

Police Response: Concur in part. The Police Department feels that our current policy of having semi-annual audits of the Property and Evidence Section by the Director of Forensic Services Division, one annual audit by a Lieutenant from another Division and an annual audit by the Department's Staff Inspection is sufficient. However, as a cost savings to the City, instead of paying possibly thousands of dollars to an outside audit firm to conduct an audit of the section, it is our recommendation that we replace one of our current audits by Police personnel with an audit from the City's Internal Audit Department.

Status: Complete.

Interim City Manager Response: Approve Police response.

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6.35 Assure that the multiple automated systems at patrol divisions can communicate with one another. Application requirements must be coordinated with the Department's Information Technology section prior to any development or programming.

Police Response: **Concur.** Information Technology has taken a stronger role in providing insight prior to the time any type of computer technology is purchased. The goal is to create a seamless web of information based on the needs of the department first and secondly on individual units of operation.

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

Crime Analysis

6.49 Review the Department's vehicle inventory to ensure the proper allocation and ratios of vehicles.

Police Response: **Concur.** The Division of Resource Management initiated an audit in May 2009 as a first step. Fleet information will be entered into a central database (Quartermaster) to ensure proper tracking and allocation. Fleet information and other logistical information will be checked and audited whenever a promotion or transfer occurs to ensure continuity of the process. One directive revision will occur as a result of the changes.

Status: **On-going/Complete.**

Interim City Manager Response: **Approve Police response.**

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HUMAN RESOURCES MANAGEMENT

CHAPTER 8

Recruitment and Selection

8.9 Require an exit interview to ensure that all personnel attrition is tracked by specific reason, gender and race/ethnicity.

Police Response: **Concur.** Exit interviews forms are distributed by Police/Division of Resource Management. Forms are returned to City Human Resources rather than to the individual departments for evaluation.

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

Performance Evaluations

8.54 Develop a structured performance management system for the ranks of lieutenant, captain and assistant chief.

Police Response: **Do not concur.** While there are some commonality of duties within these ranks the function of individual work units are different enough to require the flexibility of allowing the appropriate commanding officer to determine the specific dimensions to be evaluated.

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

8.55 Ensure that any performance management system used by the police is consistent with professional and legal guidelines.

Police Response: **Concur.** As an accredited agency the department is reviewed by outside police professionals on a continuing basis. Systems or policies that are not compliant are identified quickly. When developing systems or policies our first concern is always to determine if the actions are legal.

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

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8.56 Ensure that what is in performance management policy is in performance management practice.

Police Response: **Concur. The dimensions identified in standardized documents are those that are reinforced by training, coaching and discipline.**

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

8.57 Ensure that all supervisory personnel receive training in the use of the new patrol officer performance management forms and system.

Police Response: **Concur. Completed in 2008.**

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

8.58 Ensure that the new Patrol Bureau performance management system is in compliance with the essential elements of a useful and respected performance management system as described earlier in this section.

Police Response: **Performance management systems are governed by City of Greensboro Personnel Policy. We are consistently in compliance and continuing to follow these protocols.**

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

8.59 Consider eliminating the dimension weights employed in both the current and new performance management systems.

Police Response: **Do not concur. Weight performance dimensions ensure that lesser important skills and abilities are not given the same weight as those of greater importance. For example, “integrity” or “judgment” should be weighted higher than “uniform appearance.”**

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

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8.60 Ensure revision of Policy 1.3 entitled, "Organization, Rank Structure, and Duties," so as to reflect current characteristics.

Police Response: **Concur. The policy was updated in June 2008 and is revised periodically as organizational structure dictates.**

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

8.61 Update and date all Statements of Duties and Responsibilities.

Police Response: **Concur. Duties and Responsibilities were updated in 2008 as part of the policy review prior to the CALEA on-site inspection.**

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

8.62 Develop Statements of Duties and Responsibilities for those positions for which there are none.

Police Response: **Concur. See Recommendation 8.61.**

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

Loss of Employee Services

8.64 Ensure that employees on limited duty status do not exceed the 130 business day limit unless fully documented and justified.

Police Response: **Concur in part. Injury/illness severity is different for each employee. On occasion employees may justifiably need and extension in order to return to full duty. Leave status is monitored monthly. Potential abuses of leave are addressed by affected commanding officers.**

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

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Labor/Management Relations

8.67 Encourage communication between the two sworn labor groups on issues of mutual concern.

Police Response: **Concur.** While the Chief may not negotiate terms of employment with labor groups he does meet with representatives of both groups regularly so that each can hear the other's concerns. Both groups are free to offer their opinions or perceptions to the Chief for his consideration.

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

8.72 Redefine the unfounded and not sustained citizen complaint disposition definitions so as to eliminate current ambiguity.

Police Response: **Do not concur.** The terms as defined by our policy are clear to all personnel.

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

8.79 Perform outreach activities to ensure widespread distribution of both the current Citizen Review Commission and the to-be-developed Greensboro Police Department brochures.

Police Response: **Do not concur.** Outreach is achieved in many ways. The CRC, Human Relations and Police all provide information on the process. Websites also provide necessary information. Channel 13 also routinely airs the information to the public. Further outreach is not needed.

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

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8.85 Develop a written policy which addresses pay while employees are on administrative leave for disciplinary reasons.

Police Response: **Concur. Policy has been developed and is in the coordination process with Human Resources and Legal staff.**

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

Off-Duty Employment

8.87 Conduct an audit (City) of the off-duty employment program on an annual basis.

Police Response: **Concur. Audits already occur on a monthly basis. An annual review will occur in January 2010.**

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

8.88 Assign watch commanders (proposed captains) and commanders of divisions to conduct periodic checks of work sites in the City to assure that personnel are working at a designated location, including days, nights and weekends.

Police Response: **Do not concur. Watch Commanders should be responsible for immediate service delivery and not off-duty coordination.**

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

8.92 Institute swift discipline of personnel when there are sustained complaints of employees violating off-duty job policies and procedures, or a failure to manage/supervise personnel engaged in off-duty employment within their commands.

Police Response: **Concur in part. Discipline cannot occur until relevant facts are evaluated and on occasion cannot occur until criminal matters are settled. While the process is lengthy it is important that all established procedures be followed.**

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

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8.94 Ensure compliance with the policy provision that officers may not exceed the maximum 15 and one-half hours of combined on-duty and off-duty employment.

Police Response: **Concur. Commanding Officers are responsible for ensuring officers under their command do not exceed this limit.**

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**

8.95 Ensure compliance with the policy governing outside employment so that such employment does not detrimentally impact officers' fitness for regular duty.

Police Response: **Concur. See Recommendation 8.94.**

Status: **Complete.**

Interim City Manager Response: **Approve Police response.**